



BrightonSM

City Council Study Session

Tuesday, August 26, 2014

5:30 p.m.

City Hall 6th Floor Study Session Room

**Dinner Provided :
Buffalo Wild Wings**

**Approx.
Time**

ITEMS

Representative

5:30 Board and Commission Interviews—Historic Preservation,
Parks and Recreation, and BURA

Pledge of Allegiance to the American Flag

6:30

POLICY ITEMS

575 Bush Street Direction Confirmation

STUDY SESSION ITEMS

6:45 New Construction and Maintenance Plan for Streets

Joe Smith

7:45 Economic Development Strategic Plan Update

Robert Smith

8:15

ADMINISTRATIVE ITEMS

Public Information Office Update

Teen Court Expansion Update

EXECUTIVE SESSION

For a conference with the City Attorney for the purpose of
receiving legal advice on specific legal questions under
C.R.S. Section 24-6-402(4)(b)
Denver International Airport

Mayor

Richard N. McLean

Mayor Pro-Tem

Kirby Wallin

Council Members

Ward I

Joan Kniss

Ward II

Rex Bell

Cynthia A. Martinez

Ward III

Lynn Baca

Ken Kreutzer

Ward IV

J.W. Edwards

Mark Humbert

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303-655-2056
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*The City of Brighton's purpose is to provide essential services and progressive leadership to
enhance the quality of life for the community.*

Memorandum

To: Honorable Mayor and City Council

DATE: August 5, 2014

RE: New Construction and Maintenance Plan for Streets

The Streets and Fleet Department is charged with providing safe roadways within the city limits of Brighton, accomplished through providing street maintenance and adequate traffic control for the commuting public. The department currently maintains over 500 lane miles of streets within the city limits of Brighton. In conjunction with the development community, various governmental agencies, or other City departments, new roadways are constructed and existing roadways are widened. The following identifies key components in the plans for new construction and maintenance of the City's roadways.

New roadway construction includes the creation of new streets, the expansion of existing roads, and other major construction such as medians and traffic control signals. There are two primary components that compel new construction: increase in traffic and City Council's priorities. Increases in traffic stem from growth in a community, both from existing activities and those activities new to the community. Traffic projections for Brighton are addressed in the adopted Transportation Master Plan. Transportation master plans merge the existing transportation conditions with the adopted long-range land development and regional infrastructure plans to create a comprehensive vision of transportation in the next 20 years. Brighton's transportation master plan was last updated in 2002 and does not reflect the adopted Comprehensive Plan or cover the industrial areas in Weld County. The master plan uses 2020 as the long-range analysis year; master plans currently being created by other agencies use a target year of 2035 or 2040.

New construction is targeted in specific locations to provide additional lanes, better conflict control, or alternative routes so as to minimize the delay experienced by the public. Through a visioning exercise in 2012, City Council identified Road/Trail Connectivity and Public Safety as the highest short-term priorities with Public Infrastructure Streets & Utilities being a low short-term priority. As a result, new construction is targeted to missing-link locations to promote roadway connectivity throughout the city.

Traffic signals are typically installed in locations that meet warrants and are consistent with the City's transportation grid. A warrant is a specific set of criteria that when met, identifies the location to have a potential need for a traffic signal. Warrants can be based on traffic volumes, pedestrian volumes, crash history, or railroad crossing configurations. Occasionally, a location that meets warrants will not be allowed to become signalized. Proximity to an existing signal and inconsistency with the street network are the primary reasons to restrict installation of a traffic signal as these have a negative impact on signal progression and travel time efficiency.

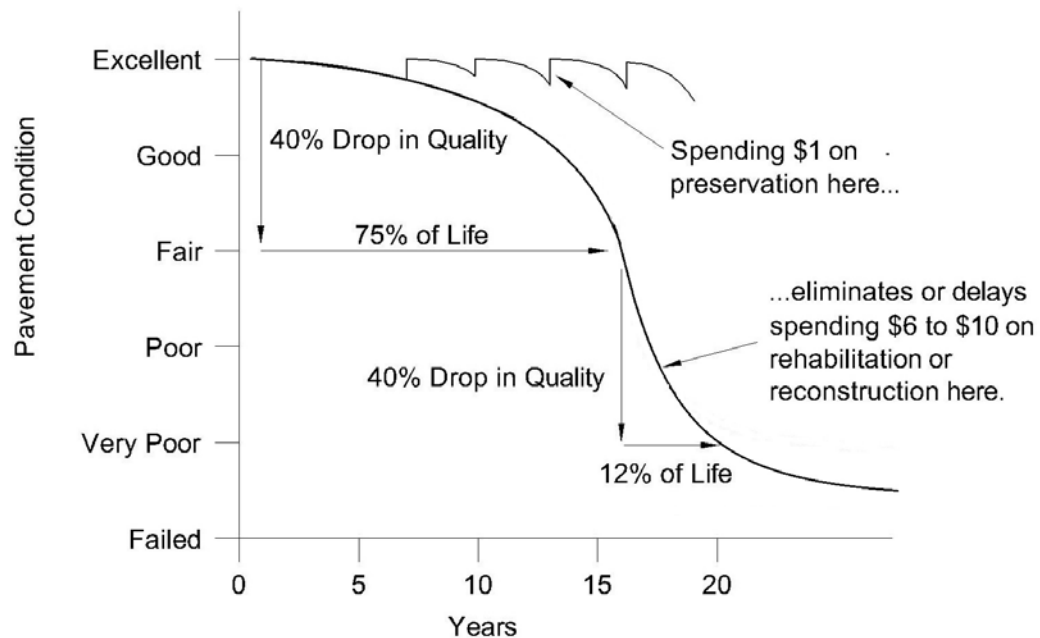
Asset management combines engineering principles with sound business practices and economic theory; provides tools to facilitate an organized, logical approach to decision-making; and provides a framework for both short- and long-range planning. Street maintenance is an asset management process. Maintenance of streets includes not only the asphalt and concrete roadways, but also the curb, gutter, sidewalks, signs, striping, lights, and signals. Signage and roadway markings must be clearly visible under day and night conditions and require routine inspection and application to ensure the safety of the traveling public. Signals must be routinely inspected for conflict monitor certification and general equipment preservation. Gravel roads must be frequently graded and treated to maintain a smooth surface. Asphalt and concrete roadways require a variety of preventative treatments to maintain the quality of the pavement and preserve the life of the roadway.

Preventive maintenance is a planned strategy of cost-effective treatments that preserves and maintains or improves a roadway system and retards deterioration, but without substantially increasing structural capacity. Pavement preservation is the sum of all the activities to provide and maintain serviceable roadways, including corrective and preventive maintenance, as well as minor rehabilitation. Preventive maintenance is a tool for pavement preservation in that nonstructural treatments are applied early in the life of a pavement to prevent deterioration. Preventive maintenance applies the right treatment to the right pavement at the right time.

A pavement preservation program aims at preserving investment in the pavement network by extending pavement life, enhancing pavement performance, ensuring cost-effectiveness, and reducing user delays. The program combines existing pavement condition ratings with typical pavement deterioration rates and advises when and what specific treatments should be applied to the roadway segments to maintain the minimum pavement quality desired, and the cost associated with doing so. The program can demonstrate the cost to maintain a certain quality of pavement, or it can indicate what the quality of pavement will be based on certain funding levels. Streets and Fleet, with the assistance of Community Development, is creating a pavement preservation program using the software program MicroPAVER; it is scheduled to be operational in 2015.

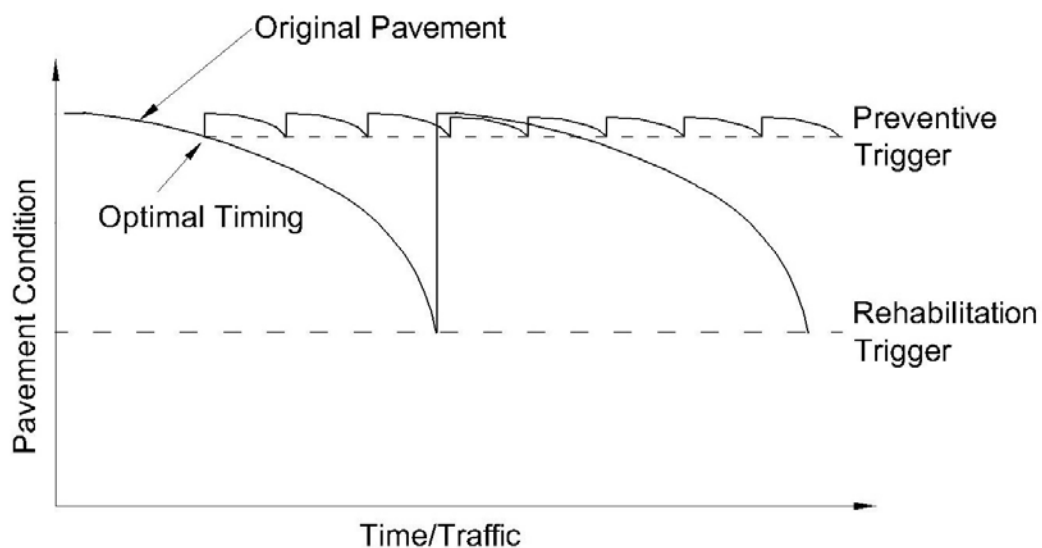
Pavement preservation is most dependent on time; the pavement condition index curve was developed to show the rate at which pavements deteriorate if left untreated. Graph 1 is the pavement condition index curve, illustrating that pavement tends to stay in good shape for a majority of the pavement life then rapidly deteriorates. The curve demonstrates that spending one dollar early in the pavement life can prevent spending far more in later years.

Graph 1 Pavement Condition Index (PCI) Curve



The rate of deterioration, along with defining conditions at which to apply preventative maintenance and rehabilitation create the foundation of a pavement preservation program. Graph 2 illustrates the concept of a pavement preservation program, showing the comparative conditions of a pavement with applied preventative maintenance and that of one left alone until be rehabilitated.

Graph 2 Pavement Preservation over Time



Graphs 1 and 2 demonstrate that an effective pavement maintenance program routinely applies preventative treatments to extend the life of the pavement and minimize costs over the life of the roadway.

A pavement preservation program is a required extension of roadway system capital improvements. Success depends on support and input from staff in planning, finance, design, construction, materials, and maintenance as they identify the project purpose and need to create the best initial condition possible. Long-term commitment from agency leadership is essential to an effective program, as is a dedicated annual budget, to ensure the current and additional inventory can be properly managed. Funding for new construction and pavement preservation is sourced similarly, establishing a critical and delicate balance between the costs of initial design and construction and its lifetime of management; this balance may vary from year to year. New construction completed with development of the community is not exempt from these principles; effectiveness and efficiency of infrastructure improvements must be maximized at all levels, regardless of the initial source.

Funding to complete the new construction and maintenance in Brighton comes from traffic and other impact fees, county vehicle fees, sales and other taxes, and occasionally grants. Currently, the City's commitments for both of these transportation infrastructure revenue streams appear to be below what is needed.

Each project is dependent on the location, terrain, type of construction, number of lanes, lane width, durability, number of bridges, and so on. Table 1 lists the approximate costs to build one mile of roadway, in millions of dollars.

Table 1 Approximate Cost per Mile

Roadway Work Description	Cost/\$1,000,000
New 2-Lane Local Road	\$3
New 3-Lane Collector Road	\$4
New 4-Lane Arterial Road	\$6
Adding 1 Lane to Rural Road	\$0.55
Mill & Resurface 1 Lane of Road (not new construction, listed for comparison)	\$0.27
Slurry Seal 1 Lane of Road (not new construction, listed for comparison)	\$0.01
Cape Seal 1 Lane of Road (not new construction, listed for comparison)	\$0.03

As shown in the table, the cost of building a new road is more than the cost to rehabilitate a road or add lanes. The Streets and Fleet Department prioritizes street projects to maximize the effectiveness of the capital funding, setting the balance between the projects for new and existing connections.

Streets and Fleet has identified several intersections throughout the City that have the potential to become signalized. Counts are routinely taken to assess the performance of the intersection and predict what year the signal will be constructed. Once warranted, traffic signal design is often completed by department staff. Traffic signals typically expend \$225,000 to \$275,000 to construct, not including any roadway widening or right of way acquisition.

New construction capital projects to be constructed in 2014 are funded from traffic impact fees and the Adams County transportation sales tax. The US85 safety improvement project at Bromley Lane and Main Street will use about \$2 million of the funds committed to new construction. The construction of Southern Street and Tower Road is currently estimated to cost \$1.5 million; the project will eliminate two prominent gaps in the road network, making a monumental impact to the connectivity within the City. The remainder of the capital funding is set aside for signal work; next to be signalized is the intersection of Baseline Road and North Main Street.

Figures 1 and 2 illustrate the existing roadway network and signalized intersections maintained by Brighton. Potential signal locations are labeled with the estimated year of construction; new paved roadway connections are categorized by available right of way and the priority of construction. The information presented in Figures 1 and 2 is not static; priorities for signals and roadways are constantly adapting to the needs of the community and the improvements brought by new development. Cursory cost estimates are generated for prioritized projects; Table 2 lists cost estimates for projects shown in Figures 1 and 2 in order of anticipated construction and the cumulative total construction cost. The costs listed in Table 2 exclude design fees, property acquisition, surveying costs, and utility work.

(Table 2 on following page)

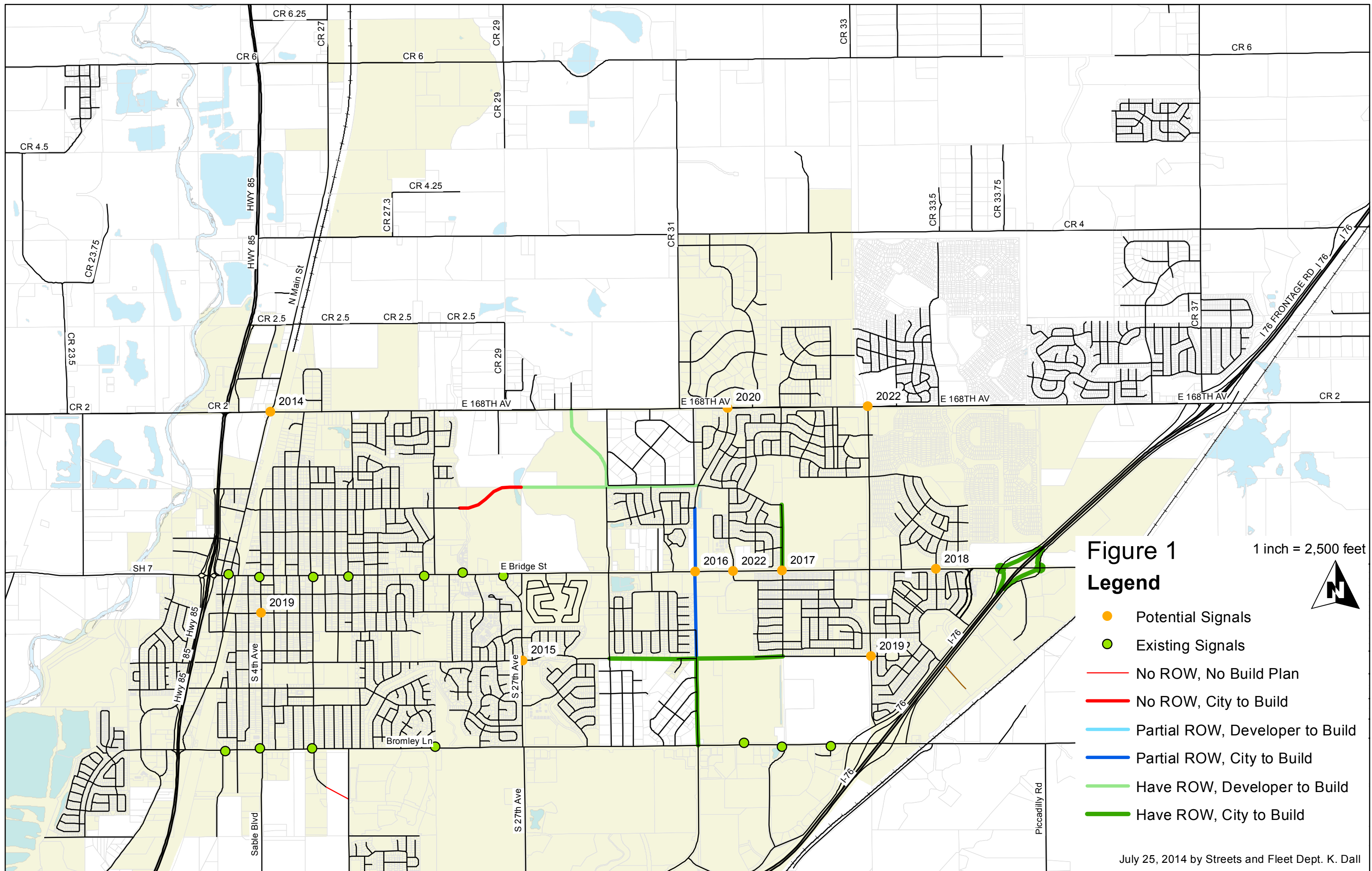
Table 2 Estimated Cost of Construction

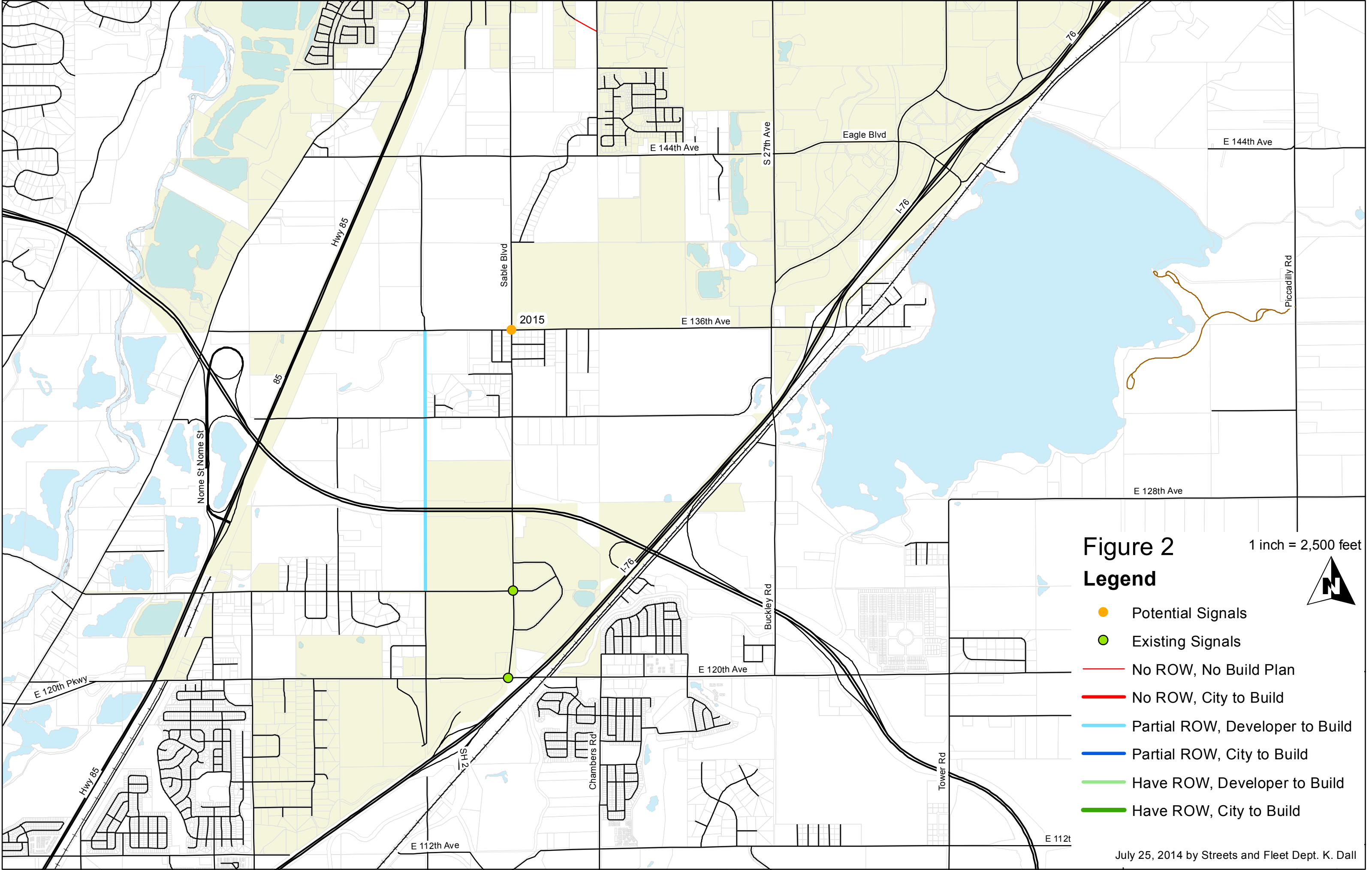
Project Name	Description	Estimated Cost of Construction	Cumulative Cost of Construction
Southern St <i>Telluride to S 45th Ave</i>	Construct new 2-lane road	\$915,200	\$915,200
Tower Rd <i>Bridge St to Bromley Lane</i>	Upgrade/Construct new 2-lane road	\$898,040	\$1,813,240
Baseline & N Main	New Signal	\$250,000	\$2,063,240
Sable & 136th	New Signal	\$250,000	\$2,313,240
Tower Rd North <i>Bridge St to Garcia St</i>	Construct new 2-lane road	\$949,520	\$3,262,760
N 45th Ave <i>Bridge St to Longs Peak St</i>	Add lane for northbound	\$171,167	\$3,433,927
Bridge & 45th	New Signal	\$250,000	\$3,683,927
S 27th & Southern	New Signal	\$350,000	\$4,033,927
Bridge & Tower	New Signal	\$250,000	\$4,283,927
Bridge & Prairie Falcon	New Signal	\$250,000	\$4,533,927
I-76 Bridge Interchange	Construct new interchange	\$7,000,000	\$11,533,927
S 50th & Southern	New Signal	\$250,000	\$11,783,927
S 4th & Egbert	New Signal	\$350,000	\$12,133,927
Baseline & N 40th	New Signal	\$250,000	\$12,383,927
Baseline & N 50th	New Signal	\$250,000	\$12,633,927
Bridge & 42nd	New Signal	\$250,000	\$12,883,927

Maintenance costs are supported from the capital fund and from operational funds allocated through the general fund. Routine tasks are performed by the City's Streets Division, addressing sweeping, striping, signal, sign, and pothole repair. Preventative and preemptive work is vital to the safety of the roadway users. Sign replacement and refreshing of pavement striping are conventional practices that are highly visible; annual testing of the traffic signal controller components is far less visible but no less important. Adopted regulations and industry standards identify the target performance levels for several traffic control devices, particularly for striping, signs, and traffic signals. At current funding and staffing levels, the Streets Division is not able to fully complete the optimal miles of striping work, create a sign inventory for retro-reflectivity compliance, or upgrade outdated signal controls at a practical rate. Maintenance projects like these are prioritized based on impacts to public safety and compliance with applicable regulations.

Certain construction projects are completed by Streets crews, such as limited widening of roadways or safety equipment replacement. Crack seal, slurry seal, and cape seal work is performed by a contractor once annually to address the smaller cracks that form in the pavement

and to repair any cracks too large to fill. Funding typically allows the sealing of one or two subdivisions roadways each year, Jacob's Run and Indigo Trails will receive treatment in 2014. The trend in funding took a sharp decline after 2008 as voters opted to overlay 35 miles of roadway causing the funds to be diverted to paying the debt service for that work. The debt service will terminate in 2015, allowing more capital improvement projects to be constructed with the then available funding. The overlay program addressed the needs of about 25% of the City's roadways but committed the entirety of the previous average capital funding for maintenance through 2015. The Capital Improvement Program has been operating at a much lower level of funding than prior to 2008, averaging about \$300,000 per year compared the previous level of \$1.2 million.





..Body

Economic Development Strategic Plan Update

Reference:

To: Mayor Richard N. McLean and Members of City Council

Through: Manuel Esquibel, City Manager

Prepared By: Robert Smith, Economic Development Director

Date Prepared: August 18, 2014

PURPOSE

The Brighton EDC is a 501-C-6 Public/Private partnership overseen by a Board of Directors. The Brighton EDC is developing an overarching Economic Development Strategic Plan. The purpose of presenting this plan in draft form, ahead of formal approval through the Brighton EDC Board, is to provide Council with major elements of content, substance and background of the Strategic Plan and receive additional input. Further, the goal is to better coordinate the final initiatives of the EDC with the vision and strategic objectives of the Brighton community as outlined by City Council.

BACKGROUND

In 2014, the EDC engaged two independent consulting firms to assess the organization and provide recommendations specific to the marketing of the Brighton Community as a location for business. Those two consulting firms are The Kenney Group (TKG) and Pure Brand Communications (Pure Brand).

The Brighton EDC Board, Investors and Partners, met for a half day advance in March, 2014 to receive presentations from the consultants, analyze the results and offer recommendations for strategic initiatives. The input and recommendations, together were used to develop a comprehensive ideas and potential tasks list all offered to better help the EDC achieve its goal of enhancing Brighton's quality of life by fostering and supporting economic growth. The Brighton EDC helps ensure our community is a desirable place to live, work, learn and play and the development of a Strategic Plan will help make achieving that goal a reality.

The EDC Board received additional input on strategic initiatives through a joint meeting with the City Council held in May, 2014 and the suggested concepts were used to help refine the comprehensive ideas and potential tasks list.

Four additional planning and discussion sessions with the Brighton EDC Executive Committee over the last several months have honed the comprehensive task list down into an overarching Strategy Plan. The strategy is divided into four pillars of economic development within the Brighton EDC: Business Attraction and Marketing, Business Retention and Expansion, Entrepreneurialism and Workforce Development, & Investor Communications and Growth.

Each pillar has a Statement of Purpose, Strategies and Tactics, and Measures of Success. The Plan outlines the Board-driven "What" of the EDC's strategy and direction for the "how" of what is to be accomplished by the organization.

FINANCIAL IMPACT

There is no immediate financial impact to the Strategic Plan itself. The Plan will be used as a guide for developing or continuing programs which will have implications for City Budget and Brighton EDC Budget planning.

STAFF RECOMMENDATION

Council consideration of this informational item

ATTACHMENTS

Brighton EDC Four Pillar Strategic Plan Draft

Final Report/Marketing Recommendations from The Kenney Group and Pure Brand Communications

Business Attraction & Marketing

Statement:

Attracting new businesses is a core function of developing primary economic activity for our community. Success may be defined in a variety of ways, but is most often measured in number of projects, jobs, capital invested and tax base growth.

Strategies and Tactics:

- ☐ Engage in activities which generate viable prospects for business relocation and real estate development. (Follow the Marketing Plan for outreach to targeted industries).
- ☐ Work with property owners, real estate brokers, development consultants, partner agencies, site selectors, industry leaders and end users to foster greater prospect viability.
- ☐ Continue to respond to all prospects generated.
- ☐ Proactively follow up on all identified prospects, create greater churn within the prospect database and nurture a greater sense of staying top-of-mind within the development community.
- ☐ Proactively pursue suppliers to the top 10 largest primary businesses in the Brighton Community.
- ☐ Leverage Brighton's location to airports, rail, and highways as well as being the Adams County Seat to land development.
- ☐ Using successful projects, create a feedback loop to establish a baseline of activity-to-success ratios and continuously refine activities to yield larger numbers of success.
- ☐ More accurately quantify data to establish true measures of the relationship between economic development effort and business attraction success.
- ☐ Continue to help streamline and expedite the commitment process.
- ☐ Continue to help streamline and expedite the development process.
- ☐ Identify and align key staff members with specific targeted industries for outreach and participation.

Measures of Success:

- ☐ Continue to enumerate and compare year-over-year prospect and project success.
- ☐ Quantify jobs created, development, tax and sales growth
- ☐ Using successful projects, create a feedback loop to establish a baseline of activity to success, better managing effort.
- ☐ Identify list of suppliers to 10 largest Brighton industries and directly reach out to eighty percent of the list within a 12 month period.

Business Retention and Expansion

Statement:

Working to retain and expand existing businesses is a proven, reliable means of developing the local economy. Success is measured in jobs retained & expanded, as well as growth in capital investment and the local tax base. Other metrics include businesses served, visited, surveyed and referrals provided.

Strategies and Tactics:

- ☐ Continue to foster a comprehensive Business Retention & Expansion (BR&E) program that prioritizes primary businesses.
- ☐ Increase business investments and capacity to offer BR&E services through the Brighton EDC.
- ☐ Increase awareness of services offered through the Brighton EDC, Small Business Development Center (SBDC), and the City of Brighton among existing businesses.
- ☐ Develop and grow relationships with Brighton businesses and community partners to effectively leverage resources and respond to the needs of the Brighton community.
- ☐ Foster and prioritize a comprehensive BR&E program for non-retail businesses. (Retail business focus shall be on an as needed business development basis).
- ☐ Focus BR&E efforts on EDC members, potential members and core industries.
- ☐ Record and retain information from businesses to measure and proactively respond to economic growth measurements, customer satisfaction, expansion & retention needs, and new member opportunities.
- ☐ Share community resources and referrals with businesses to support and enhance the Brighton business community.
- ☐ Prioritize referrals leading to existing Board members and Investors of the EDC and / or Brighton businesses when applicable.
- ☐ Promote Brighton EDC and new membership to existing Brighton business community.
- ☐ Include Board and Investor members in strategy and planning of business services.
- ☐ Identify and engage with Industry support partners / events.
- ☐ Join and participate in associations for core industries.
- ☐ Collaborate with community partner organizations where applicable to leverage resources and event efforts for the overall benefit of Brighton EDC's BR&E program.
- ☐ Develop stronger relationships with Brighton's 10 largest primary businesses
- ☐ Utilize the Business Advisory Committee to develop and strategize specific BR&E services and events
- ☐ Invite Board, Investors and Business Advisory Committee (BAC) members to significant number of BR&E visits each year

Measures of Success:

- ☐ Continue to enumerate businesses served, visited, surveyed, referrals provided, jobs retained/expanded, capital investment and tax growth with the BR&E program and compare year-over-year prospect and project success.
- ☐ Quantify job, development, tax and sales growth
- ☐ Using successful projects, create a feedback loop to establish a baseline of activity to success, better managing effort.
- ☐ Identify list of suppliers to 10 largest Brighton industries and directly reach out to eighty percent of the list within a 12 month period.

Entrepreneurialism and Workforce Development

Statement:

Developing and growing local businesses, bolstering workforce readiness and advocating for a growth-oriented environment is a fundamental part of the Brighton EDC's efforts. The Brighton EDC fosters entrepreneurialism in our community by working to provide resources, training and access to capital through the use of mentors, professional business leaders and partnerships with established programs. Success is often measured in clients served, businesses started, licensed, job growth, and capital formation.

Strategies and Tactics:

- ☐ Continue partnership with Front Range Community College, North Metro Denver SBDC and the national SBDC programs.
- ☐ Continue one-on-one counseling of start-up, emerging and growing businesses in our community.
- ☐ Provide reliable resources to entrepreneurs and entrepreneurial activity for businesses of all sizes in the community.
- ☐ Provide reliable training opportunities for business success, leadership development and workforce readiness.
- ☐ Continue with workshops for businesses including BizStart Academy, BizModel Workshop, and others using a tract system where participants work as cohorts.
- ☐ Promote local business success.
- ☐ Expand opportunities for local business access to all levels of government and large business procurement contracts.
- ☐ Partner with organizations such as; Brighton EDC investors, Brighton Chamber of Commerce, Downtown Initiative, Brighton Housing Authority, Youth Services, School District 27J, and Adams County Workforce and Business Center to leverage opportunities for the local workforce and businesses.
- ☐ Continue with the Career Forum, Applicant Assistance Program (AAP with Brighton Housing Authority); Business to Education (B2E with Front Range Community College and School District 2J)

Measures of Success:

- ☐ Enumerate businesses started, consulting hours, Brighton business licenses issued, jobs created by newly licensed businesses, capital formation, existing businesses consulted, and jobs retained/created in conjunction with Brighton EDC entrepreneurial efforts.
- ☐ Enumerate numbers of 27J students affected, businesses connected, educational services provided.
- ☐ Enumerate workshop/class/academy/leadership participants, success rates, fees collected, workshop evaluations and testimonials to determine shared value by all stakeholders

Investor Communications and Growth

Statement:

Fundamentally, the success of our community's economic development program depends on nourishing the strong public/private partnership that has made the Brighton EDC a top performer. Effectively communicating, directly engaging our investors, and maintaining close partnerships allows our organization to successfully respond to prospects in an ever-evolving business environment.

Strategies and Tactics

- ☐ Engage Board and investors more directly in business attraction, retention & expansion activities.
- ☐ With consultation and direction from the Executive Committee (EC), create clear expectations for board involvement & performance.
- ☐ Position toward a privately-funded staff position with incentive-based compensation, focusing primarily on investor recruitment, retention and engagement.
- ☐ Empower and condition staff to be responsive to the direction of the whole of the Board as well as provide excellent customer relations which each investor.
- ☐ Create core committees aligned with specific responsibilities (Business Advisory, Development Policy, Investor Recruitment/ Relations, Special Events)
- ☐ Continue to hold and enhance multiple Brighton EDC events each year, including several with Board Exclusive content. All events should be relevant and valuable for investors and stakeholders.
- ☐ Expand on current channels of communication with greater frequency including e-Mail, social media, earned media and traditional advertising.
- ☐ Streamline and standardize the invoicing process.
- ☐ Enculturate the organization by reinforcing expectations through new member packets, investor testimonials, structured investor-to-investor outreach, and frequent staff outreach.
- ☐ Focus a portion of each EC meeting on Investor Recruitment and Retention.

Measures of Success:

- ☐ Enumerating and promoting EDC communications pieces each year.
- ☐ Enumerating and promoting Brighton EDC events each year.
- ☐ Standardized and frequent reports of prospect activity, event attendance, partner participation, website visitation, newsletter penetration, and social media dedication.
- ☐ Growth in investment (numbers of investors, participation and dollars.)
- ☐ Offer measures of engagement, specific to each investor several weeks prior to annual invoicing.
- ☐ Review the EDC's commitments and responsibilities to partner associations on an ongoing basis.
- ☐ Survey membership and business community to determine organizational awareness on an ongoing basis.



July 21, 2014

Mr. Robert Smith
President and CEO
Brighton Economic Development Corporation
1850 Egbert Street, Suite 140
Brighton, CO 80601

Dear Robert:

The Kenney Group and Pure Brand thank the board and staff of Brighton EDC for the opportunity to collaborate on your strategic planning effort to direct Brighton's economic future.

The competitive nature of economic development, coupled with public sector budget constraints, requires economic development organizations to scrutinize investments and focus staff and board members on activities that generate the greatest returns for your investors and community stakeholders. We applaud Brighton EDC for your commitment to examine your operations and seek opportunities to build on your already impressive record of success.

We look forward to serving as resources as you move forward implementing the recommendations included in this report. Please contact us with questions or requests for additional information. We look forward to celebrating Brighton EDC's successes in the year ahead.

With thanks,

David Kenney
The Kenney Group

Dan Igoe
Pure Brand

EXECUTIVE SUMMARY

I. STRATEGIC POSITIONING

- a. **Who we are:** Brighton Economic Development Corporation
- b. **What we do, our value:** Provide exceptional and efficient value to businesses in terms of real estate, convenience and transportation.
- c. **For whom we do it:** Brighton is focused on serving the metro area real estate development community that represents practical, roll up their sleeves clientele in search of an opportunistic value for locating or expanding their business.
- d. **Against whom:** Unlike other metro communities with similar real estate values and opportunities but have additional “red-tape” complexity.
- e. **What’s different about us:** The close alignment of City decision makers, real estate developers and economic development resources in Brighton will get companies to market fast, and have a positive impact on their success.
- f. **So what? Permission to believe:**
 - i. The speed in which deals are done and the access to top decision makers gives the city a competitive advantage. Recent or notable deals include: FMC Technologies, Transwest, and Vestas.
 - ii. The open space, cost, transportation access, and closeness to the metro area, give Brighton competitive advantages over other cities.
 - iii. We have a get ‘er done mentality to match our prospects desires to move quickly.
 - iv. We are hungry for opportunities, and will do what it takes to entice companies to come to the area.

II. BRANDING

- a. Logo & Tagline
 - i. A new logo and tagline has been developed to follow the new positioning and proof points. The new mark represents movement and action, and the color demonstrates a strong, dominant organization. The tagline Accelerating Business easily sums up the mission of the EDC. To ensure consistency, a brand standard’s guide has also been developed.

III. ORGANIZATION ANALYSIS

a. Methodology

The Kenney Group (TKG) identified key economic development practitioners, partners and stakeholders in Brighton economic development activities. Over the course of January-February 2014, TKG completed 20 interviews. Interview subjects included Brighton EDC investors, former investors, board members and staff, as well as, regional economic development partner organizations and one national association. Interviews lasted 45 minutes on average. In addition, TKG also conducted a focus group and survey of the Brighton EDC Executive Board. To inform interview findings, TKG researched best practices for state, regional and local economic development organizations.

The qualitative research attempted to explore stakeholder perceptions regarding:

- i. General view of Brighton EDC
- ii. Specific strengths and areas for improvement for Brighton EDC
- iii. Brighton EDC's performance of core economic development activities
- iv. Perceived assets and obstacles for economic development in Brighton
- v. Organizational structure of board and staff
- vi. Value provided to Brighton EDC investors

IV. IDENTIFIED STRENGTHS

- a. Brighton is perceived as a business-friendly community.
- b. Public sector engagement has resulted in excellent coordination between Brighton EDC and the City of Brighton. The EDC staff is able to bring decision makers together to close deals and efficiently advance development projects.
- c. Staff members were viewed as hard working and great resources for investors
- d. Investors recognize Brighton EDC success in performing its core functions:
 - i. Attracting, cultivating and pitching prospects
 - ii. Identifying appropriate industries to target
 - iii. Understanding Brighton's key "selling points"
 - iv. Cooperating with regional partners for mutual benefit
- e. Brighton EDC Investors value their EDC Membership
 - i. Investors identified value in the quality events hosted by the EDC.

- ii. Investors identified value in the quality and frequency of communications from the EDC.

V. IDENTIFIED OPPORTUNITIES

- a. Leverage success and relationships:
 - i. Pro-actively pursue “suppliers” of existing primary businesses.
 - ii. Continue attending trade shows and events hosted by partner economic development organizations.
- b. Stay focused on strategic functions and mission by knowing when to say “no.”
- c. Develop leadership of Brighton EDC’s Board of Directors.
 - i. Create clear expectations for board involvement & performance.
 - ii. Engage Brighton EDC’s Board of Directors in recruiting new members.
 - iii. Sponsor board members and potential board members to participate in reputable leadership programs.
 - iv. Consider a process to engage new board members who provide new energy and insight.
 - v. Plan exclusive events or speaker series for board members.
 - vi. Activate a board committee structure aligned with core responsibilities, such as:
 - 1. Fundraising and Special Events
 - 2. Investor Recruitment
 - 3. Board Development
- d. Increase value of investor experience
 - i. Incorporate expert presentations and information investors cannot access elsewhere.
 - ii. Serve as a referral network to generate new business for investors.
 - iii. Feature profiles of investors on a rotating basis on your website.

VI. NEXT STEPS: MARKETING OVERVIEW

- a. Objectives
 - i. Raise Brighton EDC’s profile in the energy sector.
 - ii. Raise Brighton EDC’s profile in the biotechnology sector.
 - iii. Leverage position as a clean tech hub.
 - iv. Leverage position as a transportation and logistics hub.

- v. Leverage competitive real estate development opportunities.
- vi. Targeted industry associations
 - 1. Site Selectors Guild
 - 2. Colorado Oil and Gas Association (COGA)
 - 3. Colorado BioScience Association (CBSA)
 - 4. National Association for Industrial and Office Parks (NAIOP)
 - 5. Colorado Cleantech Industries Association (CCIA)
 - 6. International Council of Shopping Centers (ICSC)

VII. NEXT STEPS: MEDIA

- a. Paid print media – As funds allow, consider targeted placement in targeted publications.
 - i. *Site Selection*
 - ii. *Trade & Industry Development*
 - iii. *Shopping Centers Today*
 - iv. Targeted Industry Publications
 - 1. NAIOP's *Development Magazine*
 - 2. *Bioscience Colorado Annual Magazine*
 - 3. Cleantech Publications, for example CCIA's *Innovative Energy Review*
- b. Paid web media
 - i. BIO Newsletter and the BIOTechNOW Blog
- c. Earned media
 - i. Continue to generate positive press for Brighton through releases like the **“Economic Trends in the Energy and Employment Corridor”** report.
 - ii. Continue excellent promotion your own news through social media.
 - iii. 5280'
 - iv. BizWest

VIII. NEXT STEPS: BUILDING STRATEGIC ALLIANCES

- a. SPONSORHIPS - Staff leadership and board members should continue to build a broad base of key relationships through supporting and attending events hosted and attended by leaders in targeted industries. Recent examples include:
 - i. NAIOP National Convention

- ii. Site Selectors Guild Conference
 - iii. Downtown Denver Partnership Annual Meeting
 - iv. Colorado BioScience Association Annual Dinner
 - v. Business Forward Roundtable with HUD Secretary Shaun Donovan
 - vi. Colorado Business Hall of Fame Dinner
 - vii. Denver Metro Chamber of Commerce Boots N' Business Lunch at the Western Stock Show
- b. MEMBERSHIPS – Consider expanding your existing list of memberships with key organizations to strengthen opportunities for strategic partnerships and business development.
 - i. Colorado BioScience Association Membership (\$750/year)
 - ii. Colorado Cleantech Industries Association (\$1000/year)

IX. Next Steps: Marketing Materials

- a. Industry Collateral
 - i. “One-sheeters” will be developed to support the specific industries
- b. Branding Collateral
 - i. A collateral piece that reveals Brighton as a whole utilizing the new branding. The piece will be printed and also distributed digitally
- c. Tradeshow Banners & Chotchkies
 - i. Develop a simple, easy to use booth for attendance at recommended tradeshows and conferences
- d. E-newsletter Template
 - i. Develop an e-newsletter template that will be dispersed to Brighton stakeholders

APPENDIX 1: Pure Brand Presentation